

basic physics of their concept was wrong. Naturally, this caused a lot of concern, but what could have been an ugly situation was ameliorated by our trust and confidence in their technical staff. The subcontractor was allowed to work through this and ultimately developed a concept that met all the requirements and did not impact the development schedule. Obviously, there was increased attention and oversight, but no panic.

Block II had two major subcontractors. They both produced quality products. But, as mentioned earlier, they had their differences and each needed handling differently. One was undermanned and tended to let paperwork slip. Great attention needed to be focused on ensuring Subcontractor Data Requirements List deliveries were on schedule. An on-site representative at this contractor was a big help in that he could provide ready assessment on the status of activities at the contractor's facility.

The other subcontractor was relatively small and was weak in some areas of analytical capability, particularly the analysis of large-scale structures. In this case, we used some of our own resources to bolster the subcontractor's and let him focus on his strengths. This was quite successful.

Our IPTs were arranged around products, so the IPT was the primary interface with the subcontractor. The IPT lead was the principal technical contact and, in conjunction with the IPT, provided technical direction to the subcontractor. The Materials organization was still the only entity that could issue formal (contract) direction, but Materials was a part of the IPT and participated in its activities. We found weekly teleconferences with subcontractors to be beneficial. IPT members at LMMFC-D and the subcontractor would participate. Often, we would three-way with Project Office engineering. All necessary personnel were

on hand to resolve issues quickly, and the whole team was aware of the big picture and status.

Frequent on-site Technical Reviews are another useful tool. There is a tendency to shy away from this with today's communications capabilities such as videoconferencing; however, face-to-face meetings are still the most productive.

### **Success Doesn't Just Happen**

Mission success is not something that just happens. It requires continual attention. The foundations for success must be established in the beginning by creating the right environment. By paying attention to the tenets for success presented here, a government or industry team's chances are greatly enhanced.

**Editor's Note:** The author welcomes questions or comments on this article. Contact him at [billy.brassell@lmco.com](mailto:billy.brassell@lmco.com).

## DTIC 2000

# "Information Solutions for the 21st Century"

Nov. 6-9, 2000 • DoubleTree Hotel • Rockville, Md.

The Defense Technical Information Center (DTIC) will host DTIC 2000, its Annual Users Meeting and Training Conference Nov. 6-9, 2000, at the DoubleTree Hotel, Rockville, Md.

This year's theme, "Information Solutions for the 21st Century," reflects DTIC's primary objective: to assist its customer community in meeting tomorrow's challenges by providing the most relevant information in the most appropriate format as quickly as possible.

DTIC 2000 provides a unique opportunity for attendees to explore in detail new developments not only at DTIC, but throughout the federal technical information network. As in past years, the conference will feature a number of presentations and ses-

sions that focus on the most current issues relative to the research, development, and acquisition communities.

These sessions are designed to acquaint participants with the latest policy and operational developments, and will provide practical details on valuable and diverse domestic and foreign information resources. They will also address security issues, the World Wide Web, copyright laws, and the storage and dissemination of electronic documents.

"Information Solutions for the 21st Century" will provide timely, accurate information that will enable users to better meet the challenges of the future. It also promises to provide the tools needed to expand participants' horizons to meet these challenges.

For more information, contact Julia Foscue, DTIC 2000 Conference Coordinator; or access the DTIC Home Page on the World Wide Web.

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